“To-Be” Gap Analysis
Implementation Steps

1. Gap Identification: LNRP Gap Number 2: Perform Wide Area Planning

2. Implementation Steps:
    a. Step 1: Develop standardized wide-area planning process. Ensure standardization of the following LNRP Business processes;
        i. P.2.1.1 Request Resources
            1. Secure sufficient program resources and skills for wide-area planning.
            2. Determine cost and establish budget.
        ii. P.2.1.2 Develop and Maintain the Project Plan & Schedules
        iii. P.2.2 Research Data & Beneficiary Intent
        iv. P.2.2.1 Understand beneficiary’s Intent
        v. P.2.2.2 Collect Pertinent Data
            1. Inventory Existing individual Resource Plans.
            2. Inventory existing Leases, Permits and Easements.
        vi. P.2.3 Analyze Information and Assemble the Plan
        vii. P.2.3.1 Select Land and Natural Resource Uses
        viii. P.2.3.2 Prepare Documentation
        ix. P.2.4.1 Request Environmental Clearances & DOI Approvals
        x. P.2.4.2 Document Support for the Plan
        xi. P.2.5 Issue the Plan
        xii. P.3.1 Coordinate and Deliver Planning Assistance
            1. DOI provides technical assistance to the beneficiary when they prepare their own Plan.
            2. DOI provides technical assistance to the beneficiary to review existing Plans.
        xiii. P.3.2 Approve the Plan
            1. Includes approvals for NEPA documents
            2. Identifies and establishes specific permit actions related to specific development actions.
        xiv. P.4 Evaluate an Existing Plan
            1. Includes any plan reaching its life expectancy.
            2. Plan design having significant variance in individual resource exploitation.
    b. Step 2: Coordinate with beneficiaries to develop wide-area plans

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c. Step 3: Initiate a DOI-sponsored planning team in the absence of beneficiary-sponsored planning initiatives
d. Step 4: Incorporate beneficiary subject matter expertise in the planning process
e. Step 5: Identify land use status within the plan; e.g., soil or forest conditions, land locked, idle lands
f. Step 6: Provide sufficient program resources and skills for wide-area planning.
g. Step 7: Develop agreements defining roles and responsibilities in providing planning assistance to beneficiaries.
h. Step 8: Identify available sources of funding; e.g., grant money or cost sharing from non-DOI sources
i. Step 9: Provide beneficiary and DOI planning staff access to land and natural resource data
j. Step 10: Amend the environmental laws to differentiate between Indian lands and federal public lands
k. Step 11: Issue DOI *Record of Decision* for beneficiary-prepared plans
l. Step 12: Create a DOI-sponsored plan approval process appropriate to the ownership interests represented within the plan’s boundaries; e.g., tribally owned land, individually owned land, or a combination of both.
m. Step 13: Create a tracking system to identify plan expiration dates
n. Step 14: Develop a standardized process to handle changes in land status or use that occurs prior to a plan’s expiration date

3. Dependencies on Business Processes:

Business Process Name	Process Name (As specified in “To-Be” Model)	Dependency Description
BRDM		
Predecessors	1. B.2.4 Transfer Requests 2. B.6.1 Provide Counsel and Asset Options 3. B.6.2.2 Beneficiary Involvement in Plan 4. B.6.2.2 Beneficiary Involvement in Plan	1. Provides a request for 1) technical assistance in preparing a Plan, 2) obtaining DOI approval of a beneficiary-prepared Plan, or 3) reauthorizing of an expiring / existing Plan. Provides notice of beneficiary actions, title changes resulting from adjudication, disposal or conveyance. . 2. After review with the beneficiary, transfer findings of new and/or existing plans being reauthorized. 3. Provide beneficiary representatives to serve on the planning team to ensure their support, and capture their intended use of the land and natural resources is addressed. 4. Facilitate activities with the beneficiary to determine their intended use of the land and natural, physical, and human resources.
Successors	1. B.3 Communication Information 2. B.5.2 Post Outreach Activity 3. B.6.1 Provide Counsel and Asset Options 4. B.6.2.2 Beneficiary	1. Communicate the findings of a plan to all interested parties. Provide explanations of any need for modifications and changes to an existing plan, or a beneficiary-prepared plan. 2. Conduct tracking of beneficiary satisfaction with the findings of the plan. Record lessons learned for use in future planning activities. 3. Assist in counseling to tribes on variances to existing plan. 4. Review alternative land and natural resource uses with a beneficiary;

Business Process Name	Process Name (As specified in "To-Be" Model)	Dependency Description
	Involvement in Planning	review draft versions of the plan with beneficiaries and other interested parties.
FO		
Predecessors	1. FO.5.0 Reporting & Statements	1. Generate "ad-hoc" management report(s) to evaluate the success of project(s).
Successors	1. None	
LNRP – Wide Area Plan		
Predecessors	1. None	1. None
Successors	1. None	1. None
LNRP - Appraisals		
Predecessors	1. P.1.1 Determine Appropriate Valuation Method 2. P.1.4 Transmit Determination	1. Provide the scope, methods and the costs of valuations to be completed. 2. Review data from an approved wide-area valuation to determine if the existing data is still valid, and consistent with the current and proposed use of the land and natural resources.
Successors	1. None	1. None
LNRUM		
Predecessors	1. UM.1.4 Obtain Site-Specific Environmental Clearances 2. UM.1.5 Draft Land Use Requirements	1. Provide finalized agreements with the various NEPA responsive agencies, e.g., U.S. Fish & Wildlife Service, EPA, Army Corp of Engineers, etc., including specific mitigation measures required for compliance for specific project implementation. 2. Provide notices of changes affecting planned unit performance; record beneficiary rights and status, e.g., claimed, federally recognized, recognized by adjudication impacting Trust land or natural resources. Forward requirements and criteria for impediments and opportunities that are not reflected in an existing plan.

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Business Process Name	Process Name (As specified in “To-Be” Model)	Dependency Description
	3. UM.3.4 Provide Land Use Technical Assistance 4. UM.4.2 UM Document Owner or Special Use 5. UM.4.3 Assess Management Unit Use 6. UM.4.5 Report Land Status Summary	3. Provide subject matter experts to serve on the planning team, or fill the beneficiary’s support request for supplemental technical assistance and support. 4. Record non-contracted owner’s use. 5. Provide information on repeat incidences of non-compliance and significant changes in management units for future planning. 6. Provide land management reports that include a summary of LNR activities, and any notice of environment changes. The report will include total acres of resources vs. the number of acres under lease/permit within the wide area, rental amounts derived from leasing activity for each of the various land use types.
Successors	1. UM.1.1 Establish Management Unit Baseline 2. UM.3.1 Define Support Activity Criteria	1. Implement the Plan. 2. Provide criteria for support activities for the management of different resources or special conditions.
Ownership – Title		
Predecessors	1. O.4.2 Receipt of Recorded Documents and Update Title	1. Access ownership data as a spatial reflection of tribal and allotted tracts, and the extent of fractionation of the allotments.
Successors	1. None	
Ownership – Probate		
Predecessors	1. None	
Successors	1. None	

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Business Process Name	Process Name (As specified in “To-Be” Model)	Dependency Description
Ownership - Conveyance		
Predecessors	1. None	
Successors	1. None	
Ownership - Survey		
Predecessors	1. None	
Successors	1. None	

4. Dependencies on Universal Support Functions:

Universal Support Function	Dependency Description
Automated System Requirements	1. Integrated Data of all known natural, physical and human resources. 2. Geo-spatial referenced data to provide the ability to drape aerial photography, digital elevation models, or satellite imagery resource data over survey measurements and boundary lines. 3. Electronic access to tribal records, state and county plans, and photographs. 4. Workflow and tracking tools to route plan requests, approvals and clearances. 5. Project Management software. 6. Database indexing software for easy retrieval of imaged documents. 7. Electronic formats, e.g., standardized Plan and NEPA documentation templates.
Policies, Procedures and Regulations	1. Evaluate NEPA and other environmental laws and regulations and/or Tribal code, and the applicability, to transactions on Trust or restricted lands. Issue policy relative to applicability of Indian lands being managed the same as non-Indian fee lands, rather than as federal lands of the general public.
Training	1. Use of automated systems. 2. (Revised) NEPA and environmental compliance policy. 3. Land and Natural Resources Planning trust business process
Records Management	1. Storage of electronic records for Wide-Area Planning and the associated NEPA documents. 2. Secure storage of valuation and cultural/religious data.
Risk Assessment	1. Risk associated with providing information based on erroneous data in an automated system. 2. Risk associated with documenting Tribal support for a DOI-developed wide-area plan. 3. Establish a record of DOI area-wide approved plans with supporting NEPA clearance documentation to support land use contracts. 4. Development of agreements to specify the roles and responsibilities of the parties involved in planning initiatives.
Workforce Planning	1. Skills Inventory to identify non-resident Subject Matter Experts within and outside of DOI. 2. Identify staffing requirements for the trust business process functions and include Staff Planner position at each BIA Regional and/or Agency Field office, and Personnel for Compact/Contract

Universal Support Function	Dependency Description
	tribal programs. 3. Develop performance plans, including performance standards and accountability. 4. Designate Field/Agency Office Planning Coordinators.
Internal Controls / Fiduciary Security	1. Build review and approval and support into the planning process to ensure the beneficiary’s intent for land and natural resource use is addressed in the individual Plans. 2. FOIA/Privacy Act controls on specific types of data contained in the plan, i.e., cultural, valuation.